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TCS-P-25304-75
25 July 1975

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MEMORANDUM FOR: Deputy Director for Science and Technology

SUBJECT : Use of Photointerpreter and Supporting Resources

1. I have indicated to you and to other CIA and DIA Defense leaders that NPIC has a need for additional personnel to realize the incremental advantages of, and to cope with, the kinds and amounts of satellite imagery reconnaissance which will be accomplished during this decade and the early years of the 1980s. At this time, you have provided NPIC with [] additional CIA positions in FY 1975 and FY 1976 and approved a prospective increase of [] positions for FY 1977. These [] CIA positions amount to 88 percent of the additional [] CIA positions I have estimated would be needed by NPIC.

2. At this time, Defense has provided none of the additional [] positions I have requested. It now seems to me that Defense will be unable or unwilling to provide any of those positions. If Defense cannot or will not, NPIC's work force in FY 1977 will be:

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PIs*

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Support**.....

Totals

Grand Total

Totals

* Includes supervisors

** Includes all NPIC personnel other than PI numbers.

*** Number in parenthesis is the number which would result if Defense provided the [] requested positions.

CLASSIFIED BY []
Exempt from General
Declassification Schedule of E.O. 11652,
Exemption Category 5a (1) (3)
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SUBJECT: Use of Photointerpreter and Supporting Resources

3. I have been and I am well aware of the strain upon CIA and DIA resources caused by my requests for additional personnel, made during a period of on-going economies and federal budget restrictions. I give you my assurance that I have limited those requests to the minimum which I judge would be commensurate with the efficient [REDACTED] to serve the needs of our government and its components for effective intelligence. What are our alternatives?

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4. One alternative advanced from within the Defense Department would be to reassign selected NPIC photointerpretation tasks to certain of the many military photointerpretation components and units which have mission-related interests in the subject matter. It is argued that the PIs of those components now work such targets to serve the needs of their parent commands and that they could supply the inputs to national needs that NPIC now provides but with no increase in manpower. In essence this consideration promises "two for the price of one." I find these arguments faulty, and I give my reasons in the attachment.

5. Even so, what can I do if no Defense increment is forthcoming? I have given first priority to staffing the new Priority Exploitation Group [REDACTED]. This means that the shortfall of [REDACTED] in DIA PIs will be taken entirely by the Imagery Exploitation Group [REDACTED]. A shortfall at that point will impact in all of these areas:

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a. NPIC's capabilities to accomplish a rigorous

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[REDACTED] over the USSR and China.

b. NPIC's capabilities for in-depth photointerpretation on foreign strategic weapons research, development, deployment and capabilities.

c. NPIC's modest investment of manpower in the exploration of and support to new applications of reconnaissance imagery, including photography, [REDACTED] and other

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SUBJECT: Use of Photointerpreter and Supporting Resources

d. NPIC's capability to focus manpower resources on special situations (such as war in the Middle East) and special needs (such as assisting the accomplishment of major studies on Soviet and Chinese ground forces).

25X9A2 I have examined the possibility of converting more support positions to PI positions to offset the effects of a DIA PI shortfall. Because I already have made such conversions, and because I imposed all of an FY 74 cut of [REDACTED] positions upon NPIC support functions, I find no possibility of converting a number of positions significant for the purpose without eliminating support services which are efficient and valued by those served in NPIC, CIA, Defense, State, and other agencies. More-
25X1D0b over, I expect the [REDACTED] incremental capabilities to increase demands upon our support services, and I hope to cope with such increases over time by freeing up small amounts of support personnel through further automation of selected functions. Nevertheless, I shall again review the use of our support positions and the value of the services they provide in an effort to free up some positions to offset some of the DIA PI shortfall.

25X1D0a 6. I am considering the following reductions in NPIC services as ways to adjust to the shortfall of DIA PIs:

25X1D0a a. Reduce NPIC's PI effort against [REDACTED]

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25X1D0a Only by a major reduction in our effort on [REDACTED]
25X1D0a however, could we fully offset the loss of the DIA PIs, and that reduction would have to include a considerably reduced territorial search effort [REDACTED] I could not, in that event, assure you of timely discoveries of new [REDACTED] activities and programs of intelligence interest, nor could we monitor deployments of strategic weapons to an extent meaningful to confident assessments of such programs. Also, this reduction in effort would be at [REDACTED] and the PIs there would then be less able to back up the PIs at [REDACTED]

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25X1A b. Cease NPIC's participation in and production support to the Basic Imagery Interpretation Reports program. While this measure would not fully offset the PI shortage, it would

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free up a substantial number of the positions needed, and, in combination with other measures, could enable the adjustment. Many of the positions to be gained are support positions which would be converted to PI positions. An obvious disadvantage to this alternative is that various PI and other components who participate in, benefit from and are dependent on the Basic Reports program would then use their own resources in performing such work with considerable unknowing duplication of efforts.

7. I am dissatisfied with the various alternatives which I have explored and which have been proposed by others. I think you, the DCI, the DDI, and the Director of the Defense Intelligence Agency should also

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8. You also should be concerned about the future of NPIC as a jointly staffed service of the common needs of a large number of agencies, commands, and other PI components. I believe that NPIC has become an efficient and increasingly effective performer in this role, and that the character of our need for and use of reconnaissance capabilities --

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-- requires the central processing and analytical functions that NPIC provides as a matter of efficiency as well as effectiveness.

9. But, the fact is that the Defense Department has been unable or unwilling to provide even one of the additional positions I have requested. That fact together with Defense proposals such as the one to transfer NPIC functions to other, military PI components are clear signals that Defense officers believe that the military departments and commands should have less need in the future for the variety of services which NPIC does and can provide. I disagree. I judge that their need for such services will increase.

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10. I recommend the following be accomplished by 1 October 1975:

a. That I discuss with the Director, DIA, the prospects for DIA participation in NPIC, and report to you my assessment and recommendations concerning the future staffing and tasking of NPIC.

b. That you and the DDI select a three-man group from offices such as OWI, OSR and the NIOs to review and report to you on the future allocation of Agency resources to photo reconnaissance exploitation, given two alternative considerations:

(1) Combining the CIA manpower resources programmed for the Imagery Analysis Services with those of NPIC.

(2) Offsetting the DIA shortfall at NPIC with Agency resources without affecting the Imagery Analysis Service.

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JOHN J. HICKS

Director

National Photographic Interpretation Center

Attachment:

Comments on Proposal to Transfer Selected NPIC Tasks to Other
PI Components

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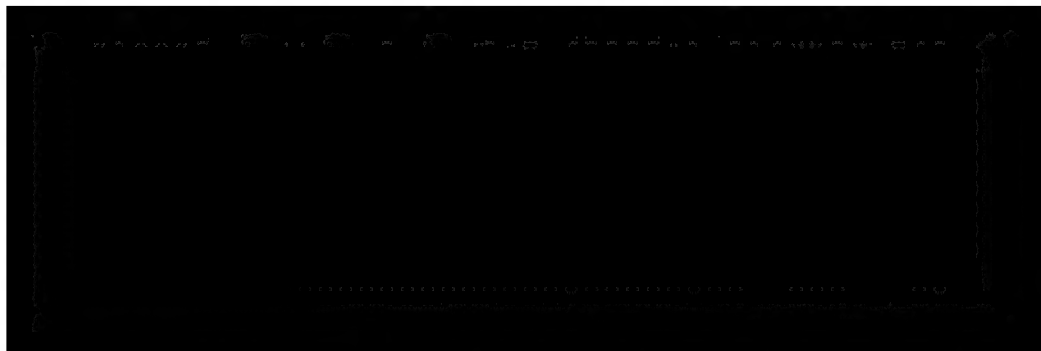
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Comments on Proposal to Transfer Selected NPIC Tasks to Other PI Components

1. One proposal, advanced from within the Defense Department, is to reassign selected NPIC photointerpretation tasks to certain of the military photointerpretation components and units which have mission-related interests in the subject matter. This proposal argues that the PIs of those components now work such targets to serve the needs of their parent commands and that they could supply the inputs to national needs that NPIC now provides but with no increase in manpower. These arguments are faulty because:

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b. They are based on a misunderstanding of the efficiencies provided now, and for which there will be a greater future need, by the central processing functions at NPIC. These give to intelligence analysts and other PI components alike basic elements of substantive, operational and reference information for which they all have common needs. To fragment this initial processing of the ore -- a level of processing which serves needs that are common -- would place PI and support workloads on a number of PI components beyond the workloads they now carry.

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c. They fail to recognize the efficiencies, effectiveness, and flexibilities provided now and in the future through a centralized processing force within which manpower can be re-assigned readily in response to changing needs and conditions as well as to meet situations of special demands.

d. They ignore the obvious impact of the incremental management and support overhead workloads which would accompany the decentralization of processing functions to and fragmentation among a number of scattered PI components. NPIC now supports

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e. They fail to give any value to the quality of performance which is gained by a predominantly experienced workforce with professional continuity, and they ignore the handicaps upon other PI organizations because they are dependent upon transient workers.

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